

## **2004 Community Problem Oriented Policing Annual Report**

### **I. Introduction**

On April 11, 2002, the City of Cincinnati, a class of citizens represented by the Cincinnati Black United Front and the American Civil Liberties Union of Ohio Foundation, Inc., and the Fraternal Order of Police entered into a Collaborative Agreement. The purpose of the Agreement is to resolve conflict, to improve community-police relations, to reduce crime and disorder, to resolve litigation claims, to implement the consensus goals, and to foster an atmosphere of mutual respect and trust among community members, including the police.

The Agreement requires the Parties to the agreement (the Partners) to develop an annual problem solving report describing the current status and future initiatives of problem solving throughout the Cincinnati Police Department (CPD) and each Partner's role in Community Problem Oriented Policing (CPOP). CPOP is a philosophy and methodology designed to identify and analyze community problems and to develop effective responses through partnerships between City employees and Cincinnati residents by utilizing the SARA Problem Solving Method. SARA is a proven, effective and equitable problem solving process that provides a roadmap to CPOP teams so they can scan, analyze, respond to, and ultimately assess the outcome of their problem solving approach.

This report, covering the period of August, 2003 through August, 2004, will highlight the joint efforts of the Community Police Partnering Center ("CPPC" or "Partnering Center" hereafter) as well as the Collaborative Partners in developing and implementing CPOP.

### **II. PARTNERS COLLABORATIVE EFFORTS**

The Collaborative Partners continue to refine a process of identifying and addressing problems and community concerns in an effort to improve the quality of life and safety of citizens. The foundation of this process is to engage community, governmental, and non-governmental entities in a broad search for solutions based on analysis of information that blocks opportunities to commit crime and disorder. The partnership has resulted in the establishment of the Partnering Center, adoption of the City's Action Plan, training, and a pilot effort to implement CPOP problem solving groups.

#### **Efforts of the Plaintiffs**

As class counsel the ACLU has actively supported, and provided legal and other assistance to help establish the Community Police Partnering Center. This important organization represents the primary vehicle for implementing CPOP within the community.

The ACLU hired George Ellis to assist in efforts to realize the goals outlined in the Agreement. The ACLU participated in drafting a Strategic Plan that will guide the work of the Partnering Center throughout the life of the Collaborative Agreement.

Additionally, a representative of the ACLU regularly attends meetings of the Partnering Center board, and works to identify and sign up Friends of the Collaborative – individuals and organizations who will provide support and resources to neighborhood CPOP problem solving groups. The ACLU also sends representatives to CPOP team meetings and other CPOP-related functions on behalf of the plaintiff class, and, through such representatives, works on a number of committees to ensure that CPOP is woven into the fabric of Cincinnati Police Department policies and practices. The ACLU is also in the process of organizing two CPOP forums, one of which will focus on youth and their potential role in community based problem solving. Because of the timing of these two events, both of which are scheduled in September, 2004, a report cannot be provided at this time. As CPOP is primarily driven by the CPPC and the CPD, the primary function of the ACLU in its regard is currently and shall continue to be, working on behalf of the plaintiff class to ensure that CPOP becomes the primary vehicle for addressing issues of crime and disorder in our community and a dominant operating philosophy of the CPD and the Community. The remainder of this Annual Report highlights the efforts of both the CPPC and the CPD to accomplish the goal of implementing CPOP in the city of Cincinnati.

### **Efforts of the Community Police Partnering Center**

#### **Organizational Milestones**

The period covering August through December of 2003 represented a significant time of transition for the CPOP effort in Cincinnati. Cincinnati CAN, who had piloted the CPOP project since the summer of 2001, phased out of existence and passed the CPOP torch to the emerging Community Police Partnering Center. The Partnering Center would eventually lead the work of CPOP, in partnership with the CPD, in the six pilot CPOP neighborhoods and eventually, throughout the City's 52 neighborhoods.

Two Community Outreach Workers previously employed as contract consultants by Cincinnati CAN remained as consultants and continued to engage citizens through outreach, and offer support and facilitation to the six existing CPOP pilot teams. One of these Outreach Workers was responsible for the Avondale, Evanston and Walnut Hills communities; the other supported CPOP teams in Over the Rhine, West End and Madisonville. Many of the members of these CPOP teams during this time expressed excitement about the emergence of the Partnering Center and the eventual structure, support and access to resource information that the Partnering Center would provide. The following is an overview of the problem solving work that took place in the six pilot communities during this time. Highlights for 2004 for these and other CPOP teams appear in the section of this report headlined "Neighborhood CPOP Highlights".

#### **MADISONVILLE**

The Madisonville CPOP Team averaged 15 active members during this period of 2003. The team met twice a month at the Madisonville Recreation Center at 5320 Stewart Avenue, and during this time, continued their focus on the area at Bramble & Whetsel, where they

implemented several response strategies to effectively address the crime and disorder problems in this area.

Using funds solicited through Madisonville churches, the team developed and distributed Resource Cards throughout the community beginning in the month of August and through the remainder of the year. These wallet sized tri-fold cards provided citizens with important information, telephone numbers and contacts, including information about who to call to learn more about CPOP, the Community Council, and Citizens on Patrol. The cards have been updated as information changes and additional print runs are required. The group also installed a display board at New Mission Baptist church to highlight the accomplishments and goals of Madisonville CPOP and to recruit new members.

Additionally, to expand their partnership with Faith Based groups in the community, the team began participating in bi-weekly prayer walks that rotate sponsorship amongst Madisonville churches. Special focus was given to the CPOP targeted area. During these walks, CPOP Team participant offered food, and other resources and assistance to individuals in the community, including those perceived as being part of the “problem”.

In late August, the Madisonville Community Council referred a problem to the team, asking them to monitor the Old Red Bank Drive for illegal dumping. Problems at this location consisted of illegal dumping of plumbing fixtures, and construction debris. After closely monitoring the area during the Scanning and Analysis phase of SARA problem solving, the team solicited and received funding through the City’s Safe & Clean Neighborhood Grant to install a “Flash Cam”. Installation and subsequent monitoring of this camera by CPOP team members has helped identify those responsible for illegal dumping at this location, and has greatly reduced repeated incidents.

The Team also worked with the City’s Traffic & Engineering department during the autumn of 2003 to improve lighting at the corner of Bramble & South Whetsel. Additionally, they partnered with Keep Cincinnati Beautiful to install nine new garbage cans in the Bramble & Whetsel area. This has resulted in a significant reduction of litter on the streets. The team also planted flowers at this area during the fall months to continue to send a message of community pride and “ownership” to the rest of Madisonville.

Also during this quarter, CPOP Team members began attending court hearings on a regular basis, particularly when a juvenile is involved. This effort began to assist those who are willing to take responsibility for poor choices that resulted in harm to the community; however, the CPOP Team also wanted to send a message to judges and prosecutors that repeated acts of violence and drug-related crimes perpetrated by the same offenders against the community will be met with a strong response from the community. These efforts are intended to help those who want and deserve help, but also to speak out against those who commit crimes, threaten citizens and ignore the justice system by committing the same acts upon their release.

To assist their efforts to make Madisonville a safer community, CPOP Team members attended several conferences focusing on Crime Prevention where they collected information to bring back to share with other team members and the larger community. Team member Julia Torrey

said, “It is good to know that other cities have tried and tested some of the efforts that we are attempting in our community.”

The Team also participated or helped organize in a “Neighbor to Neighbor” event with Mariemont, Luminaria – Harmony of Lights, and Christmas basket distribution in December.

Team Chair Prencis Wilson commented, “I am proud of our accomplishments and look forward to expanding and moving to a new location, while continuing to assess our response at Bramble & Whetsel. The Team shares a great sense of pride that we have accomplished our goal of reducing loitering, litter and drug dealing by 50% at Bramble & Whetsel.”

### **OVER THE RHINE**

The first CPOP problem that was tackled by the Over-the-Rhine (OTR) CPOP Team involved neighborhoods youth who selected the Shell Station at on E. Liberty Street as their “hangout” and from that location, targeted motorists stopping for gas to wash their windows or pump their gas in exchange for money. In addition to being a source of aggravation for the customers, passers-by, and employees of the station, the unsupervised nature of their activities left the youth vulnerable to gang recruitment and was a potential safety hazard. Additionally, the negative effect that the youth’s activity was having on the station’s business was causing the owner to consider alternate locations, which would have resulted in the closing of the OTR neighborhood’s only gas station, thereby creating further hardships for this already disadvantaged community.

The team learned by talking with the young people that they needed the money and saw themselves as “entrepreneurs”. Therefore, in order to harness the youths’ energy, motivate them in a way that would benefit the neighborhood while at the same time teaching good work habits and skills, the CPOP team implemented a response to establish a weekly Youth Car Wash, proceeds of which paid the youth a stipend for their work, established relationships with adult mentors and the Police, and eliminated the problem of the young people “hustling” in the Shell Station’s parking lot.

The Car Wash was a huge success – it was well attended by the youth, well facilitated by adults on the CPOP team, and strongly supported by the community. The response highlighted the community-building aspect of CPOP and resulted in positive media coverage for CPOP in Cincinnati.

Following this successful response and during the fall months, the OTR CPOP group began to partner with the OTR Safety Sector Groups, OTR Community Council, and St. Anthony Village residents to identify new problems amenable to CPOP problem solving. Several new initiatives emerged during the beginning of 2004.

### **WEST END**

The group of West End Stakeholders that met at the Dominican Services Center identified “youth with nothing to do & just hanging out in the community” as a problem they wanted to address by implementing a CPOP approach. After carefully analyzing the situation, the group involved people from Lincoln Community Center, LeBlond Boys & Girls Club, the West End

Library, Visions, West End Community Council to compile a directory of organizations and services aimed at informing the youth about the activities and filling gaps in services by partnering with agencies offering job training, GED classes, recreational activities, etc. The effort of compiling this directory benefited the adult team members as well as the youth. As one team member put it, "It was great to have different groups in the room hearing about what the others are doing. The interaction around the table is forming a "village" of sorts with the different organizations. They are discovering that there is a need for accountability to ensure that the youth are properly served. The potential for collaboration is continuing to grow. "

Additionally, the problem of West African immigrants being attacked and sometimes robbed by young men was brought up by Sgt. Steve Saunders. The team began to analyze this problem during the end of 2003.

### **EVANSTON**

The Team added several new members with connections to other Evanston stakeholders during the last half of 2003. Irene Bolden, who organized the Evanston neighborhood for Keep Cincinnati Beautiful events, began attending CPOP meetings and led the planning to form a "Litter Task Force" that would focus on CPOP targeted areas. Rev. Cheryl Coggins of Calvary United Methodist Church worked on outreach to other Evanston pastors and churches to invite them into the CPOP Process. The team also worked on getting noise ordinance and litter ordinance signage for several locations in the CPOP target area, and solicited letters of support from several churches and the 1500 Block Club. The Brooks Avenue Block Club also became active at this time and began to scan new problems amenable to the SARA problem solving process.

The Neighborhood Officer assigned to the team, P.O. Kevin Brown, brought information about the Code Enforcement Response Team back to the team so this approach would become part of the team's response to problem locations in CPOP targeted areas.

Evanston CPOP Team members also met with Cincinnati City Council member David Pepper regarding implementation of the "Good Neighbor Seal of Approval" ordinance in Evanston. This ordinance is designed to give community members a tool when approaching neighborhood stores selling items that are detrimental to the community, such as items used by drug sellers and buyers. Team members met with the owners of Blair Market and Fairfield Market to discuss this initiative and ask them to participate in CPOP problem solving efforts in the community.

The team also was involved in several clean up efforts at the Five Point Corner at Montgomery Road and Gilbert Avenue, sent several team members to Citizens on Patrol training, and designed and began to implement the "Shine a Light on Crime Campaign" which focused on educating the community, particularly in the CPOP target areas, about the work of CPOP and to encourage residents to keep their porch lights on between 5 – 10 p.m. during the winter months. The team began distributing these door hangers in November, and continued this work in 2004, which has resulted in a decrease in incidents and an improved sense of safety by Evanston residents.

## **WALNUT HILLS**

During 2003, the Walnut Hills CPOP Team continued to coordinate efforts with the Cincinnati Human Relations Commission's Youth Street Workers to reduce incidents of youth-related disorder in the CPOP Targeted Areas.

Twice during the time between August and December, 2003, the CPOP Team met with over 40 senior citizen residents of the Alexandra Apartments to engage them in the work of CPOP. The Nov. 11 meeting with Alexandra Apartments residents at the Alexandra was attended by District 4 Captain Richard Schmalz and Sergeant Julie Shearer, and City Councilmember David Pepper. The Team also drafted a Mission and Vision Statement to tie CPOP efforts in to the already existing Vision 2010 document, spearheaded by the Walnut Hills Area Council. The team also developed a "SARA Scorecard" to assess progress made to date in the CPOP Target area, and developed an action plan for 2004 that will combine efforts of with those of the Area Council, Business Association and others.

The team also flyer'd the community to engage new residents in the work of CPOP, and participated in a training about how effectively object to a Liquor License Permit when a neighborhood store is causing harm in the community.

Additionally, the Walnut Hills Beautification Committee received a \$600 grant from the Walnut Hills Business Association to continue their clean up and beautification projects in and around the CPOP target area, this projecting a message of community "ownership" in these areas.

## **AVONDALE**

The Avondale CPOP Team partnered with Carmel Presbyterian Church's AMOS Core Team to host a "Teen Speak Out" on November 1, 2003. To plan this event, the Team partnered with the Avondale Community Council, the Avondale Library, the Men of "45 Days" Urban Basic Training Program, and many other Avondale-based organizations and individuals. The team created a "Youth Advisory Board" to completely drive this effort and plan the program, which resulted in a powerful, youth-driven event that really spoke to those present.

The day was divided into three sections: "Teens Speak Out on Self-Esteem & Self-Empowerment", "Teens Speak Out on Crime, Violence and the Future of our City" and "Realizing Our Own Talents & Skills." Among those who performed at or helped facilitate during the sessions were gospel singer P. Anne Everson Price, poets Annie Ruth and Obalaye, District 4 Neighborhood Officer LaDon Laney, City Councilmember Laketa Cole, and Praise Dancers from New Shiloh Baptist Church.

Over 50 youth participated in Teen Speak Out and reported that they were empowered by the event and more inclined to be part of solutions in their neighborhood as a result of their participation. The event also gave the teams an opportunity to work with Carmel Presbyterian Church, the Avondale Library, Boys & Girls Club, the Urban League, Youth Alliance of Greater Cincinnati and many other current and potential "Friends of the Collaborative".

Other priorities of the Avondale CPOP Team at this time included dividing the community into "CPOP Sectors", modeled after OTR Chamber of Commerce Safety Sectors. This approach will

pave the way for multiple problem solving teams to exist at the same time, and for CPOP teams to form around very specific problems. The team also worked on ways to address the issue of safety on Burnet Ave. by partnering with LISC, Avondale Redevelopment Corp., and the Community Council.

### **Center Emerges in 2004**

While the pilot neighborhoods that had begun under Cincinnati CAN continued their problem solving work during the first quarter of 2004, the Community Police Partnering Center was busy transitioning the Center from concept to reality. One of the two contract consultants previously hired by Cincinnati CAN remained during this transition phase, and in December 2003, a request for resumes was sent out to begin the process of hiring new Community Outreach Workers that would continue the work of CPOP. Twenty-four resumes were received by the proposed deadline and interviews were held with qualified candidates. Four candidates were hired on January 20<sup>th</sup> to provide interim support to the Center and to neighborhood CPOP Teams.

On January 27<sup>th</sup>, Community Police Partnering Center Board President, Herb Brown, announced the appointment of Richard Biehl as the first Executive Director of the Community Police Partnering Center. Mr. Biehl, a retiring Assistant Police Chief for the Cincinnati Police Department, was selected following a national search consisting of more than seventy applicants of whom fourteen participated in the interview and selection process. Mr. Biehl began serving as Executive Director on February 1<sup>st</sup>, 2004.

In April, the Board of Directors adopted the *Community Police Partnering Center Strategic Plan for Years 2004 & 2005*. As a first step to accomplishing the goals outlined in this plan, communication equipment was installed at the Center's Urban League office (computers, phone system, internet service, etc.). Additionally, Mr. Biehl conducted interviews with candidates for Community Outreach Worker and Executive Assistant positions, in order to meet the long term staffing needs of the Center as outlined in the staffing plan.

To assign these new staff persons to neighborhoods as quickly as possible, Center staff met with CPD CPOP Coordinators Lt. Larry Powell and Michelle Henry to review a list of neighborhoods that had active CPOP teams, and other neighborhoods where community stakeholders had previously received SARA training through the Cincinnati Police Department. Neighborhoods were then prioritized based on data provided by the CPD's 2003 Crime Statistics report. Those neighborhoods that had received some SARA training and possessed a committed core of residents and other stakeholders ready to implement CPOP were given priority. Preference was also given to neighborhoods where CPOP had not been previously implemented (Districts 3 & 5).

First and foremost, the Partnering Center's primary goal is to promote Community Problem Oriented Policing in partnership with the Cincinnati Police Department as the principal strategy for addressing crime and disorder in Cincinnati's neighborhoods. In

March 2004, Partnering Center staff attended a Neighborhood Officer Supervisor's Meeting at the Police Academy to meet district neighborhood officers and sergeants and to review the new CPOP curriculum and schedule SARA trainings in new neighborhoods. The initial SARA training schedule was prioritized by the CPD according to "hot spot" data, and proposed that all SARA trainings in "new" neighborhoods (i.e.: those communities not previously piloted by Cincinnati CAN or trained by CPD) be accomplished by June 30, 2004. As Center Community Outreach Workers began to organize in these new neighborhoods, and reach out to those not previously involved in community-based efforts, it became apparent that more time would be needed to reach these "non-traditional" neighborhood stakeholders, many of whom are not involved in Community Councils, Block Clubs, or other groups working in neighborhoods. Thus, neighborhoods were re-prioritized to receive SARA training. This reprioritization was done according to Districts and based upon community readiness and need for CPOP in addition to relying on hot spot data. Community Outreach Workers, assigned by District, have worked with District Neighborhood officers to adjust the schedule for neighborhood trainings and develop new outreach tools. To address concerns about the level of comfort between both CPD and CPCC staff members in co-presenting the enhanced SARA curriculum in new neighborhoods, training sessions were held at Tri-State Regional Community Policing Institute and the Community Building Institute at Xavier University in April and May, 2004.

During the Second Quarter, Center personnel increased community awareness of the Center and CPOP by developing materials that describe CPOP and the role of the Partnering Center in training and facilitating CPOP problem solving groups. This information was disseminated to the public through presentations at community meetings, in the media, and by utilizing Center contacts from the "Friends of the Collaborative" to distribute information about CPOP to their email lists. This outreach resulted in an increasing awareness in the broader community about the Partnering Center and an increased demand for SARA training and CPOP teams in new neighborhoods.

Because the Center seeks to engage persons and institutions who have not previously been involved with police to address crime and safety issues, a survey instrument was developed to capture information about these "non-traditional" stakeholders. The Center developed this survey to track information about each person who participates in the SARA training, to include how the person found out about the training. This documentation will ensure that the Center recruitment efforts are in fact reaching the people and organizations that may have been previously overlooked and who are so vital to the long-term success of CPOP in Cincinnati. Other documents were also created as "measurement tools" to evaluate the quality and integrity of the Center's CPOP efforts.

Currently, the Partnering Center staff consists of an Executive Director, Mr. Biehl, an Executive Assistant, and seven Community Outreach Workers, one of whom serves as a Senior Community Outreach Worker and assists with training and supervising other Community Outreach Workers. The Center expects to add an additional Community Outreach Worker and a Program Director to the full-time staff by early in the fourth quarter.



- Lower Price Hill                      active team
- North & South Fairmount        developing team

District 4:

- Roselawn                                developing team
- Bond Hill                                developing team
- Mt. Auburn                             active team
- Paddock Hills                        developing team
- Hartwell                                developing team
- Carthage                                developing team
- North Avondale                        active team
- Avondale                                active team
- Walnut Hills                            active team

District 5:

- Mt, Airy
- Winton Place
- Northside                                active team
- College Hill                            active team
- Winton Terrace                        developing team

Throughout the months covered in this report, Center staff members have continued to meet and strengthen working relationships with District Captains, Sergeants and Neighborhood Officers assigned to CPOP to strengthen our partnership, ensure the uniform delivery of a quality CPOP product to the neighborhoods and to prioritize CPOP initiatives and SARA trainings. Improvement in the joint tracking of the CPOP process has been facilitated by developing a “SARA Process Worksheet” for CPPC staff that will enhance the information on the CPD’s problem solving data system currently being entered by police personnel. This has established a better system to accommodate joint facilitation of the CPOP process by both CPPC and CPD staff to ensure that the SARA process is applied effectively by CPOP problem solving teams and that progress and outcomes are accurately and completely documented.

**Neighborhood CPOP Highlights**

**Avondale:** Partnering Center staff worked with community stakeholders and District 4 CPD staff to help facilitate the process of dividing Avondale into seven CPOP “sectors.” Given the size of Avondale and the number of stakeholders in the community, it was determined that dividing the neighborhood into sectors would result in smaller problem-solving teams forming around specific problems, which would produce a more fluid and dynamic CPOP model. Center staff assisted the team in identifying assets in the various sectors and began identifying CPOP “ambassadors” from these various community groups who would help publicize CPOP and the work of the Partnering Center.

Center staff also worked with Councilmember David Pepper's office to create the agenda for the Avondale Safety Summit, which was held in late March. This event prominently featured the CPOP Team in Avondale and showcased the support that available through the Partnering Center. Further, Center staff strengthened the relationship between the Center and Local Initiatives Support Corporation (LISC) by participating in the interview process for a Community Safety Initiative (CSI) manager who would be employed by LISC. As of the end of the first quarter of 2004, this CSI has now been hired and is based in Avondale and working on LISC's Business District Development Project.

Center staff worked closely with LISC's CSI manager on a CPOP problem solving effort to reduce the problem of drug activity at a former gas station at the corner of Rockdale and Burnet Avenue. On April 20<sup>th</sup>, the group participated in a clean up of the lot and adjacent field, which was overgrown with weeds and contained old tires, empty bottles, rusty car parts and a variety of other trash. Following the clean-up, the building owner had the remaining building on the lot torn down, and has returned the property to the Avondale community so they can put it to good use, and "occupy" a space that was previously overrun by drug dealers and others involved in activities that caused harm to the community. The group is in the process of planning a Farmers / Flea Market at this location that will establish some guardianship of the area so the previous problems do not reoccur.



**CPOP team members reclaim the corner of Rockdale and Burnet for the Avondale community and take a moment to enjoy a job well done!**

**Evanston:** One of the highlights for the Evanston CPOP Team during this reporting period is that they were recently awarded funds through the Safe & Clean neighborhood campaign for their “Shine a Light on Crime” campaign. Analysis done by the team using the SARA model uncovered studies which demonstrated that good lighting results in a reduction in crime--especially larcenies from cars, burglaries and robberies. Using crime pattern information provided by District Two police and beginning in the CPOP targeted areas, the team created informational door hangers that were distributed to residents and businesses in Evanston. These door hangers encouraged neighborhood stakeholders to utilize exterior lighting on their home or business in an effort to reduce crime. The door hanger also provided safety tips and important numbers.



Evanston residents prepare for the “Shine a Light of Crime” initiative.

Additionally, the team has drafted a letter that is being sent to all churches, organizations and businesses in Evanston to solicit their help with the various problem-solving efforts underway. Center staff is supporting the team in the implementation of these various CPOP projects.

The team continues to monitor the progress in their two CPOP target areas – Blair & Woodburn Avenues and Fairfield & Hewitt Avenues. The team has also kicked off a “Targeting Buyers” response to the problem of vehicles having quick and easy access to purchase drugs in Evanston’s main business corridor due to the close proximity of I-71. The team created a “hot spots” card and has enlisted several neighborhood stakeholders to monitor vehicle activity and record information about drug activity, to include the license plate of any cars involved in what looks like a drug “buy”. The team plans to eventually design a postcard that will be sent to the vehicle owners indicating that their

cars were seen in an area of Evanston that is known for heavy drug activity and cautioning them to be careful when traveling through high crime areas. This postcard will help send the message that the community is vigilant in monitoring drug activity and will act to minimize this activity and the harm that comes from it.

**Lower Price Hill:** Early in 2004, Center staff met with District 2 officers as well as key residents, including Cincinnati City Councilmember John Cranley, to discuss plans for forming a CPOP Team in Lower Price Hill. Contacts were made with staff members at the Lower Price Hill Community School, the leadership of the Lower Price Hill Community Council, and Santa Maria Family Center. Partnering Center staff engaged in outreach with Spanish-speaking staff of the Community School to facilitate a collaboration to recruit Spanish-speaking residents to the CPOP process. The first CPOP meeting in Lower Price Hill took place in early March.

Since a Partnering Center staff person has been assigned here, the group has continued to scan for problems that may be amenable to the SARA process. In April, the group worked with Roy James of the City's Traffic and Engineering Department to discuss concerns about the lack of adequate lighting in the neighborhood. The team has also walked with Officer Steve Ventre in the neighborhood to log problems and determine which ones meet the criteria of a CPOP problem. Over 40 people participated in a walk with Officer Ventre in July, 2004.

An additional group meets in Lower Price Hill for residents who speak Spanish as their primary language. The Center staff person assigned to LPH worked a table at the Hispanic Health Fair at Su Casa with members of the team to help distribute information about the Latino Beeper Project – a program that enables a Spanish speaking person to receive assistance from an interpreter if they need to call 911- emergency.

**Over-the-Rhine:** The OTR CPOP team has focused a response to drug dealing, loitering with the intent to deal or purchase drugs, and other unlawful activity on 12<sup>th</sup> Street between Vine and Race streets. With resources provided by the Partnering Center from a U.S. Department of Justice document entitled: "Citizen Action for Neighborhood Safety: Community Strategies for Improving the Quality of Life", the team chose a series of tactics that (1) broadcast community intolerance for drug activity, (2) denied drug dealers access to their usual marketing spaces, and (3) eliminated the sense of impunity that is at the heart of flagrant drug markets.

On May 7<sup>th</sup>, 2004, the team occupied a block normally teeming with drug dealers and buyers by setting up an "outdoor cafe" serving coffee, donuts, juice, and inviting neighborhood residents and other stakeholders to participate in the activity. Hanging across the block was a large yellow banner with the message: "Do NOT Buy or Sell Drugs Here". The team's response also included fencing off an alley that had previously been used for drug activity, installing additional lighting on Republic Street, and putting a chain across a parking lot that previously had been used as a "cut-through" to a darkened area where drug dealing takes place. The result have been remarkable – for three hours on this particular morning, a time which normally is buzzing with open drug dealing and

other illegal activity, such illicit activity was effectively shut down. District 1 Sergeant Maris Herold reported that police have seen a marked decrease in open drug activity since the event was held and since the alley and parking lot were closed off. Additional event have been held at and around that location, including a voter registration drive and a community-sponsored cookout, with the same goal of reclaiming space that is usually used for illegal activity.



**Citizens reclaim the corner of 12<sup>th</sup> & Republic Streets for an outdoor café and communicate community intolerance of drug activity by prominently posting a sign stating , “DO NOT BUY OR SELL DRUGS HERE!”**

The Center’s Community Outreach Workers were also successful in scheduling a SARA training for the staff members and residents of St. Anthony Village, a resident community located at Green & Republic streets in Over-the-Rhine. Because of significant concerns related to drugs, violence and retaliation against people who do get involved in positive community activities, there was some initial reluctance to engage in this process. However, after several meetings facilitated by CPPC staff, the residents agreed to learn more about SARA and how this problem solving approach can help them begin to resolve some of the significant crime and safety problems on their block. A SARA training was held for St. Anthony Village residents in June, 2004. District One Captain Jim Whalen, Sergeant Maris Herold and P.O. Frank McGraw have helped to facilitate this process.

**West End:** During the first quarter, there were two CPOP teams active in West End, both of which were supported by Partnering Center staff. One of these teams met at the West End YMCA, and the other at Dominican Community Services Center. Both groups

identified particular problems and began working through the SARA model towards response. The YMCA Group focused on the issue of assaults on West African immigrants living in the West End. They began this process by prioritizing a list of suggested responses to choose the one most likely to have a successful outcome. The Team determined that they needed either stronger or additional lighting at some of the problem intersections, and worked with City departments and Cinergy to get this done. The team also held a series of educational forums in June that addressed safety issues with various members of the African community living in West End. The problem was resolved to the great satisfaction of the West African citizens of the West End – crimes against them have decreased considerably, and the citizens of African descent, who were previously being victimized, credit the CPOP process for the successful resolution of this problem.

The Dominican Community Center Team chose “Unsupervised Youth in the West End” as the problem they chose to address, and began the process of compiling a directory of youth-related services to be printed and disseminated throughout the neighborhood. On May 8, the West End / Dominican Community Services CPOP group held a “Youth Day” event from noon until 4:30 p.m. Over 200 youth and parents attended, and giveaways that were donated to the event included a 19” color television, two Boom Boxes, Kings Island tickets, Reds game tickets and other items. Hot dogs, potato chips, candy, juice and water were served and entertainment took place throughout the day, including remarks from former Cincinnati Bengals’ player Anthony Munoz. Over 20 non-profit organizations shared information about summer activities for the kids and their parents. Assessment is ongoing to determine if the information shared transferred to less unsupervised youth on the streets and increase enrollment in the summer programs.

**Madisonville:** Since the beginning of 2004, the Madisonville CPOP team was assessing the success of its response to the first CPOP focus area, the area around Bramble & Whetsel. To determine if it achieved its goal of reducing loitering, litter and drug dealing by 50% and reducing litter in this area, the team conducted surveys to gauge the community’s perception of safety and cleanliness in that area. Bramble Avenue & Madison Road was chosen as the new area of focus, and the team began the process of analyzing crime data for that area, identifying a specific problem, and pulling in stakeholders from that area to work through the SARA process.

Additionally, members of Madisonville CPOP attended a “Neighbor to Neighbor” event in Mariemont and recruited some residents from that neighboring community to participate on the Madisonville team. Center staff assisted the team in developing new partnerships that would help them with future efforts, particularly with the Madisonville Community Council and local Weed & Seed coordinator.

**Walnut Hills:** At its first meeting of 2004, the Walnut Hills CPOP Team voted to become a standing Safety Committee of the Walnut Hills Area Council. The team continued to meet independently of the Council. However, it planned to provide regular “CPOP Problem-Solving Reports” to the Council, utilize the Council for recruitment efforts, and establish a relationship with the Council that provided the team with a tax exempt mechanism to receive and administer grant funds for CPOP response efforts.

Additionally, the team appointed a new co-chair and participated in the Walnut Hills Safety Summit held on February 19<sup>th</sup> at Douglass School.

The Walnut Hills Beautification Committee, which had been part of the CPOP effort, organized a group to work on a donated property across from the Walnut Hills Branch Library on Kemper Avenue. This committee engaged the talents of neighborhood children to plant a garden. Committee members met with administrators from Douglass and Windsor Elementary Schools to recruit children for this project. A piece from ArtWorks provided the central focus of the garden.

Some next steps for the Walnut Hills CPOP effort included: doing a painting “blitz” on abandoned 1<sup>st</sup> floor storefronts on McMillan Ave. to improve the look of this main business corridor, utilizing the “Nuisance Complaint Letter” that is available on the CPOP website to notify property owners in the main business district of the need to keep up their buildings, improving the lighting on Kemper and Curtis Avenues, as well as conducting surveys in the CPOP area to determine whether there was an improved perception of safety since some CPOP responses were applied in that area.

Other current Walnut Hills CPOP projects include:

- Researching information about “Court Watch” initiatives that have been successful in other communities.
- Monitoring increased incidents of prostitution at several locations in Walnut Hills
- Developing a protocol for “Web Watchers” program that will train people to monitor CityWatcher.com cameras and log activity.
- Continuing to grow team and increase interest in CPOP by conducting outreach efforts and holding meetings at various locations throughout Walnut Hills.

**Mt. Auburn:** A SARA re-training was held on June 16 at Church of Our Savior Episcopal on Hollister share information about CPOP and to discuss the Partnering Center’s ability to help facilitate the problem solving process. Although this is a group that already had some residents trained in the SARA problem-solving process, a CPOP team had not formed. Since the June training, the newly trained stakeholder group has enthusiastically embraced the SARA problem solving model and they are moving forward with CPOP in their community. They have chosen the area at Dorchester and Auburn as their first CPOP focus area. Community clean-ups are being organized at this location, as the team continues to scan for problems amenable to the SARA process.

**Northside** – This is also a community that had previously received some SARA training, but did not have an active CPOP team. Center staff met with members of Northside Community Council, Northside Citizens on Patrol, and District 5 police officers. Additionally, the Cincinnati Human Relations Commission was engaged in this process since CHRC participated in the initial organizing and SARA training in Northside. Center staff continued to meet with community stakeholders to build a base of support for CPOP. The core group of neighborhood stakeholders indicated that they had already completed the scanning and analysis phases of the SARA process and were ready to

utilize the Center staff to assist them in prioritizing a problem and working through a response.

A SARA training was held for new stakeholders on June 9. The team has since identified the Apjones Street and Fergus Avenue as areas to focus community efforts.

**College Hill:** The College Hill CPOP Team was energetically supported by District 5 Officer Herb Noble prior to the arrival of a Community Outreach Worker from the Center. The Center staff member assigned to College Hill met with Officer Noble to discuss how they could best partner to help move this team into its next response. During this time, the team analyzed “Hot Spots” data to identify crime trends in College Hill. The Center staff person continued to partner with Officer Noble to help the team determine its next CPOP problem, and begin working the SARA process to eliminate or reduce that problem. Center staff also assisted the Team with recruitment of new members.

**Cincinnati Business District / Downtown:** The Partnering Center staff person assigned to this area has regularly attended “Downtown Safety Sector” meetings with downtown stakeholders who meet at Downtown Cincinnati Inc. (DCI). The role of the Center staff person is to assist these sector groups in utilizing the SARA process if and when a problem amenable to this process is identified, and to expand the core group of interested stakeholders through ongoing community organizing. This CPPC staff person has been added to the Downtown Virtual Block Watch email list, and attends regular meetings of the Downtown Residents Council to continue to build support for CPOP.

Additional Strategies Employed by Community Police Partnering Center During the Reporting Period to Promote CPOP:

- The Center, in partnership with Cincinnati Public Schools (CPS), the Cincinnati Police Department, and University of Cincinnati, facilitated surveys for 6<sup>th</sup>, 7<sup>th</sup> & 8<sup>th</sup> graders in four CPS schools – Kirby, Chase, Washington Park and Vine Street Elementary. Following a review of crime, calls for service and arrest data from around those schools, the survey provided information from the children regarding their perception of safety on their way to, from, and at school. University of Cincinnati Criminal Justice graduate students compiled the data into a report, which was then shared with school principals and CPS officials to determine the best response and use of resources. The data revealed that when victimization occurred, whether going to, from, or at school, that the offender in the vast majority of cases was another student from the same school. Efforts are underway to create an “Anti-Bullying” project as part of a response to address the issues identified by the survey.
- On April 27, more than 60 people attended an event at Mt. Auburn Presbyterian Church and hosted by Woman’s City Club and League of Women Voters. The event, titled: “Partnering for Change: A Tool for Building Bridges” was designed to give people an overview of the SARA problem solving process, provide an opportunity for people to network with others from their neighborhood or Police District, and

publicize the role of the Partnering Center as a tool to facilitate problem solving, and recruit people who will become “ambassadors” for CPOP and the Collaborative Agreement. More events such as this one are being planned for the remainder of 2004.

- Center staff participated in Neighborhood Safety Summits in Walnut Hills, College Hill, Avondale and Over-the-Rhine.
- Center staff members appeared in several media outlets and have written articles about CPOP and upcoming SARA trainings in several community council newsletters and community newspapers.

### **MEDIA CLIPS RELATED TO CPOP & THE PARTNERING CENTER**

- “After about a year, the [Madisonville CPOP] team is satisfied with changes at the first intersection. Now they are deciding where to focus next. It’s exactly that kind of community involvement authorities hope will spread throughout the city now that the Community Police Partnering Center has a leader . . . Retiring Assistant Police Chief Rick Biehl.” – Cincinnati Enquirer, January, 2004
- “Violent crime in Cincinnati is down nine per cent, aside from the murder rate. The drop in crime is being attributed greatly to a program called “CPOP”, Community Problem Oriented Policing. The process involves citizens identifying problem areas and working with police to solve the problem.  
“When people know we’re concerned about an area they’ll be less likely to trash or violate it in other ways,” said Arlene Turner, OTR Community Outreach Worker. Nobody said [CPOP] is “the” solution to crime, but most agree it’s a good start.” – WCPO, Channel 9, January 15, 2004
- “The Partnering Center has jointly trained police and residents in 11 neighborhoods to use CPOP techniques to solve crime problems. Many residents . . . are surprised to learn police response may not be the most effective solution. CPOP trainers explain that a citizens patrol or a parent at a bus stop can be a more powerful sign that a neighborhood is guarded – “owned” not just by government but by residents.” – Cincinnati Enquirer Editorial, July 7, 2004
- “One bright spot is the overall CPOP initiative. “The delivery of joint CPOP training and promotion of CPOP as a vehicle to address community crime / safety concerns is a significant milestone for the parties,” the [independent monitor] report says. “In the short period of time that neighborhood officers have worked with the outreach workers, there appears to be a growing respect between them.” – City Beat, July 7, 2004
- “[Harriet] Kaufman isn’t disheartened by the slow progress of the Collaborative Agreement. She’s pleased with the work that has been done at the Partnering Center with CPOP. “That’s a strange word, ‘progress’, because it feels like a drop in the ocean,” she says. “But if you get enough drops, you can make a wave. My feeling is

to not get caught up in numbers, but to do what each of us can.” – City Beat, June 23, 2004

- “About 60 citizens attended an April 27 meeting at the Mt. Auburn Presbyterian Church to learn more about Community Problem Oriented Policing (CPOP). The program is more than a Neighborhood Watch, according to Richard Biehl, a former Cincinnati Police assistant chief who is now the executive director of the Community Police Partnering Center. Neighborhood Watch organizes residents to monitor and report crime...’This requires more community engagement and different levels of involvement and expertise, ‘ Biehl said.” – City Beat, May 5, 2004

The Center continues to provide resources and assistance to the existing neighborhood CPOP teams, engage in community organizing and outreach to develop new CPOP teams, and work to advance the Center’s mission to work “in partnership with community stakeholders and members of the Cincinnati Police Department ...(to) develop and implement effective strategies to reduce crime and disorder while facilitating positive engagement and increased trust between police and neighborhoods.”

### **Cincinnati Police Department**

Chief Thomas H. Streicher, Jr.  
Community Problem Oriented Policing

#### **CPOP Teams and Problem Tracking**

(Reference CPD Procedure 12.370 Problem Solving Process; Collaborative Partners’ Action Plan)

- CPOP Website
- 16 CPOP Teams currently addressing 25 identified problems

Thirty four (34) neighborhoods have now received SARA training. The following represents neighborhoods by police districts:

- District 1:** Over- the- Rhine, West End, Pendleton with training scheduled in September for CBD/Riverfront and Mt. Adams.
- District 2:** Oakley, Hyde Park, East End, Kennedy Heights, Columbia Tusculum, Mt. Lookout, Linwood, California, Pleasant Ridge, Evanston , and Madisonville.
- District 3:** West Price Hill, East Price Hill, Lower Price Hill, Sedamsville, Saylor Park, North Fairmount, South Fairmount, and South Cumminsville.
- District 4:** Avondale, Walnut Hills, Roselawn, Bond Hill, Hartwell, Carthage, Paddock Hills, North Avondale, and Mt. Auburn.
- District 5:** Fairview, Mt. Airy, Winton Place, and Northside.

As of August 11, 2004, approximately 36 CPOP cases have been entered into the EZ track database. Eleven have been resolved with 16 CPOP teams addressing the remaining problems. Identified problems represent an array of types including homeless encampments, burglary, abandon buildings and other quality of life issues. These problems are in various stages of the SARA model.

### **Safe and Clean Fund**

The Safe and Clean Fund was established by Cincinnati City Council in April 2003 to support and encourage community-based and community-initiated efforts to improve neighborhood safety, eliminate blight, and increase neighborhood livability through neighborhood-level problem solving approaches. In order for a project to receive funding, the grantee must follow the SARA problem solving methodology, document use of the model, and demonstrate measurable outcomes.

Examples of project which have received funding include the following:

#### **Clifton Heights (3<sup>rd</sup> quarter 2003 application):**

Requested and received funding to create an Adopt-a-Block program and equip volunteers with the necessary resources and tools to reduce visible evidence of overgrown weeds, graffiti, and litter in the Clifton Heights community.

#### **Glengate Redevelopment (3<sup>rd</sup> quarter 2003 application):**

Requested and received funding to construct perimeter fencing around the Glengate Meadows apartment complex, a 70-unit building, in Pleasant Ridge.

#### **Stop Blight Task Force (4<sup>th</sup> quarter 2003 application):**

Ten Cincinnati communities joined together to address quality of life issues, including graffiti, vandalism, littering, and illegal dumping. The response strategy is comprised of five components: prevention and deterrence, remediation, detection and enforcement, and public education. Project funding was requested and received to clean up problem sites, post signs, and install Flash Cams, 35mm cameras in hardened boxes with motion detection and audible warning capability.

#### **Surveillance Camera and Monitoring System Pilot Project (1<sup>st</sup> quarter 2004 application):**

Funding requested and approved to deploy surveillance cameras in four Cincinnati neighborhoods (College Hill, East Walnut Hills, and Over the Rhine). The cameras will be monitored by citizen volunteers. The goal is to improve the perception of safety and reduce crime and violence through deterrence and prosecution, aided by an enhanced ability to collect evidence and identify perpetrators.

#### **Community Response Team:**

A Community Response Team effort is a means to address citizen requests for enforcement through focused collaboration of Department resources. The Department

conducts a CRT once a month. Police Department CRT coordinators meet with community members who describe specific problem conditions and areas in their communities which are high in criminal activity. The citizen input is combined with crime data to identify areas which will receive targeted enforcement during the 2-day CRT effort.

All arrests are recorded and reported back to community members. The City's Community Prosecution staff tracks all cases and informs citizens, who may appear in court to provide information to judges for sentencing. Citizens are the critical component in CRT planning and follow-up.

### **Community Outreach**

Members of the Cincinnati Police Department regularly engage in community outreach efforts (seeking out opportunities to interact with citizens to enhance crime prevention, improve relationships and build trust and understanding) through a variety of mechanisms: Community meetings, community outreach festivals (in partnership with CHRC), Crime Stoppers, Lighthouse Youth Project, youth summer camps, Citizen Observer project, central business district sector groups, Virtual Blockwatch, Citizens Police Academy, and many others.

### **Stakeholder Partnerships**

The following is a list of community stakeholders who are involved with the Cincinnati Police Department in ongoing partnerships to enhance community safety and solve problems (this list is representative, not all inclusive): Uptown Consortium; Downtown Cincinnati Incorporated; 3CDC Development Group; CUF Neighborhood and the University of Cincinnati – The Cinco de Mayo Project; Cincinnati Police Department and the Hamilton County Alcohol and Drug Addiction Services Agency (partners in distributing asset and forfeiture funds to community drug education programs).

### **Cincinnati Human Relations Commission (CHRC)**

CPD, CHRC, and the Partnering Center collaborated on the following events:

- May 20, 2004 – CPD and the CHRC Cincinnati Youth Streetworker program held a 2004 Youth Solutions Forum at Xavier University. Five different workshops were held with major emphasis on youth/police interactions.
- May 22, 2004 – CHRC Community-Police Outreach Festival held in Avondale community – 1000+ in attendance. CHRC and CPD have held Outreach Festival in numerous neighborhoods over the past 5 years. The purpose of the Outreach Festivals is to allow community residents and district police officers an opportunity to interact in a relaxed environment with the goal to improve police/community relations, particularly with neighborhood youth.

- May 26, 2004 – CHRC met with members of the Winton Terrace community to discuss community-building strategies, including the formation of a CPOP team.
- June 20, 2004 – CHRC Community/Police Outreach Festival in Millvale with 500-600 in attendance.
- June 22, 2004 – In conjunction with the Partnering Center and the Urban League, CHRC and CPD participated in a video teleconference on police use of force. The event was sponsored by the National Urban League in partnership with the U. S. Department of Justice COPS Office. After viewing the video teleconference, attendees (including the Chief of Police and community activists) openly discussed the subject matter.
- July 12, 2004 – CHRC/Partnering Center sponsored SOS (Save our Streets) Campaign Kick Off.
- July 18, 2004 – CHRC Community/Police Outreach Festival in West End with 500 in attendance.
- July 29, 2004 – CHRC/Partnering Center attended the National Drug Control Policy Conference. Topic: How to Better Use Resources in Attacking Drugs in Our Schools and Neighborhoods.
- August 1, 2004 – CHRC Community/Police Outreach Festival in Madisonville with 700-800 in attendance.
- August 11, 2004 – CHRC and District Three police attended a Sedamsville community meeting to discuss CPOP methodology and the SARA model.
- Council member David Pepper held Safety Summits throughout the year in the following neighborhoods: West End, Avondale, Walnut Hills, Over-the-Rhine, and Northside. CPD participants, including Lt. Richard Janke, the local District Commander, and Neighborhood Officers presented the Safe and Clean Neighborhood Fund application process. As previously reported, the application process requires the formation of a CPOP Team and utilization of the SARA problem-solving model.
- Also during August, the Partnering Center sponsored a Youth Forum to follow-up the Urban League/COPS teleconference event. Further details of the Youth Forum are described in the Partnering Center's section of this report.

#### **IV. CONCLUSION**

This report demonstrates the collective effort of the Collaborative Partners' commitment to build positive and productive relationships for a safer community where mutual trust and respect are enhanced among citizens and police. The partners have spent much time and energy attempting to make CPOP a functional methodology for both the city organization and the community. This effort was complimented by the Cincinnati Police Department's efforts engaging other community stakeholders in reducing crime and

disorder. With the continuing efforts of the Partners and the community, there is no doubt that Cincinnati will become a safer city.